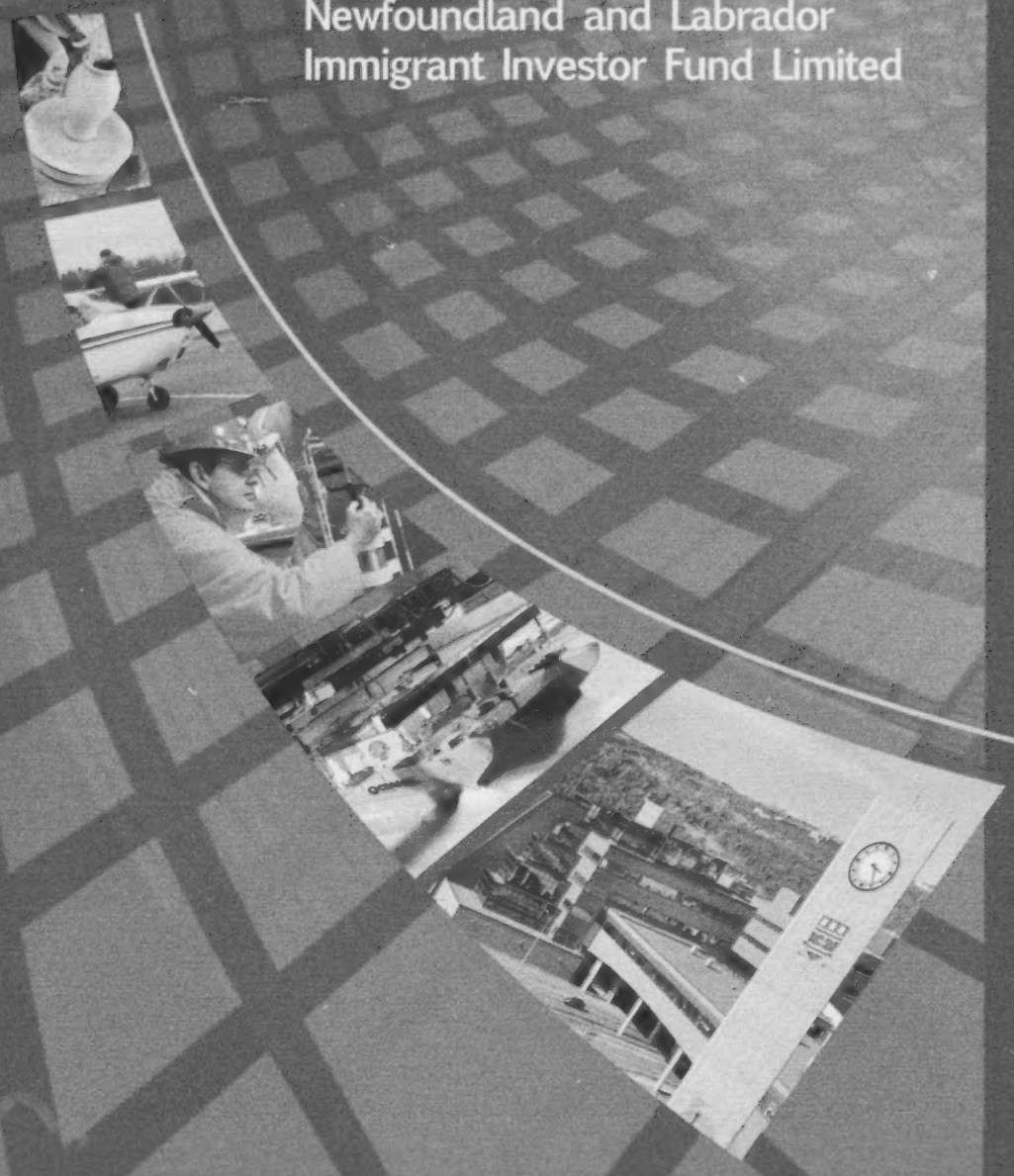
ACTIVITY PLAN

DEPARTMENT OF INNOVATION, TRADE AND RURAL DEVELOPMENT

2011-2014

Newfoundland and Labrador Immigrant Investor Fund Limited



Newfoundland Labrador

TABLE OF CONTENTS

Message from the Chair 4

Overview 5

Mandate 6

Values 6

Primary Clients 7

Vision 7

Mission 7

Board Objectives 8

Appendix A: Strategic Directions. 9

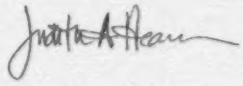
MESSAGE FROM THE CHAIR

As Chair of the Board of Directors of Newfoundland and Labrador Immigrant Investor Fund Limited (NLIIFL), I am pleased to present the Corporation's 2011-2014 Activity Plan. This plan has been prepared in accordance with the *Transparency and Accountability Act* under direction of the Board accountable for the achievement of the objectives outlined herein.

NLIIFL is Newfoundland and Labrador's mechanism for managing funds made available to the Province through Citizenship and Immigration Canada's (CIC) Business Immigration Program. The Corporation will hold these funds on deposit until directed by the Lieutenant-Governor in Council to invest them in accordance with CIC guidelines.

The Board of Directors, as stewards of the Corporation and the monies made available to it, will undertake the activities outlined in this plan and ensure the Corporation is efficiently and effectively managed so as to provide the maximum benefit to the province.

Sincerely,



Judith A. Hearn
Chair, Board of Directors
Newfoundland and Labrador Immigrant Investor Fund Limited

OVERVIEW

Newfoundland and Labrador Immigrant Investor Fund Limited (NLIIFL) was incorporated as a crown corporation on April 28, 2005. It was established as a means of enabling the province to participate in the Citizenship and Immigration Canada's (CIC) Business Immigration Program. It was accepted by the federal government as an approved fund on May 13, 2005.

CIC receives monies from potential immigrants who apply under its Business Immigration Program and provides these monies to participating provinces and territories for a period of five years. With the exception of a seven percent one-time fee paid to facilitators of the program, largely members of the Canada Deposit Insurance Program, there are no costs to the provincial and territorial participants for the use of these funds. Funds are to be used to fund a combination of larger business assistance/development projects that Government considers strategic and which will contribute to a strong and viable diversified economy. At the end of the five years the funds are repaid to CIC which then reimburses the immigrant investors.

NLIIFL receives, administers, disburses, and refunds the Newfoundland and Labrador allocation of these funds on a monthly basis.

The Government of Newfoundland and Labrador has guaranteed CIC repayment of all monies received by NLIIFL.

NLIIFL is administered by a Board of Directors appointed by the Lieutenant-Governor in Council. The Board consists of senior provincial government officials who are appointed by their position. The positions are:

- Assistant Deputy Minister, Trade and Export Development, Department of Innovation, Trade and Rural Development (Chair);
- Director, Business Analysis, Department of Innovation, Trade and Rural Development;
- Director, Budgeting, Department of Finance;
- Director, Debt Management, Department of Finance; and
- Director, Trade and Export Development, Department of Innovation, Trade and Rural Development.

NLIIFL does not have its own staff or operating budget. The Departments of Innovation, Trade and Rural Development (INTRD) and Finance provide administrative support to the Board.

The corporation reports to the Minister of Innovation, Trade and Rural Development that holds all of the issued shares of the corporation. The corporation supports the two of the strategic directions of INTRD, those of which are Regional Diversification and Industry Growth and Business Promotion, Trade and Investment Development.

The framework for investment activities of the Corporation has been approved by the Lieutenant-Governor in Council. Departments with projects requiring funding, outside of existing programs and budgets, and which have the potential for provincial economic development submit their requests to the Department of Finance. The Department of Finance, as part of its assessment process, considers NLIIFL as a possible funding source. If considered to be a viable option, the Department of Finance must then obtain an eligibility ruling from the NLIIFL Board of Directors, which if positive is then forwarded, along with the sponsoring department's request, to the Lieutenant-Governor in Council for consideration. Should the project be approved, NLIIFL will provide the funding but all due diligence required is the responsibility of the sponsoring department.

MANDATE

The Board's mandate is drawn from several sources including the *Immigration and Refugee Protection Act* and accompanying regulations, the Fund Agreement, the Fund's Articles of Incorporation and directives from the Lieutenant-Governor in Council.

The mandate of the Board is to direct investment activities of NLIIFL by assessing potential funding projects for eligibility, at the request of the Department of Finance, and making recommendations to the Lieutenant-Governor in Council, through the Department of Finance. As manager of the Fund, the NLIIFL Board of Directors coordinates all agreements and repayment of the investment from project participants to ensure repayment of all monies as agreed. The Board is also required to ensure that amounts due CIC are repaid as required, either through collections from investments or budgetary allocations from the Province. Repayments to CIC began in fiscal year 2010/2011.

VALUES

The core values explain the character of the organization and the action statements guide behavior.

The core values which guide the behavior of the Board of Directors of NLIIFL are as follows:

Effectiveness Each Board member makes informed decisions in a timely and professional manner.

Responsiveness Each Board member builds relationships of trust and collaboration with other Board members.

Communication Each Board member takes initiative to promptly share information with other Board members in support of the Corporation's mandate.

PRIMARY CLIENTS

The Board's primary responsibility is to the Minister of Innovation, Trade and Rural Development, as shareholder of NLIIFL. The Board is also responsible to the Lieutenant-Governor in Council to provide recommendations regarding eligibility of investment opportunities within established investment parameters and to invest funds as directed. In addition, the Board is responsible for the repayment of amounts due to CIC.

VISION

The vision of the Department of Innovation, Trade and Rural Development is to help facilitate "a diversified, competitive economy with productive and prosperous regions throughout the province.

The work of the NLIIFL Board supports the vision of the Department of Innovation, Trade and Rural Development by facilitating significant new investment through NLIIFL to help foster a strong and viable provincial economy for projects deemed eligible for NLIIFL funding, as approved by the Lieutenant-Governor in Council.

MISSION

The mission statement identifies the priority focus area of the Minister of Innovation, Trade and Rural Development over the current cycle. It represents the key longer-term result that the Minister and the Board will work towards to achieve the strategic directions of the Department of Innovation, Trade and Rural Development.

The mission of the Department of Innovation, Trade and Rural Development is as follows:

> By 2017, the Department of Innovation, Trade and Rural Development will have stimulated economic and business development to foster regional and provincial prosperity.

The Board will have evaluated any potential NLIIFL investments forwarded by the Department of Finance and make recommendations regarding the use of NLIIFL funds for these potential projects on a timely basis.

Measure

Successful management of the Fund through investment of funds as directed by the Lieutenant-Governor in Council and coordination and monitoring of repayment schedules.

Indicators

- Number of days required to make eligibility rulings on requests presented by the Department of Finance.
- Percentage of project funds repaid to NLIIFL in accordance with approved repayment schedules.
- Percentage of repayments made on time.

BOARD OBJECTIVES

In consideration of the mandate of the Board of Directors of NLIIFL and the strategic direction of government as indicated in Appendix A, the following have been identified as the Board's key priorities for the planning period. The Board intends to report on the objectives below, through its annual report, for each fiscal year of this plan (2011-2012, 2012-2013 and 2013-2014).

Evaluation of new investments

Objective 1
The Board will have evaluated any potential NLIIFL investments forwarded by the Department of Finance and make recommendations regarding the use of NLIIFL funds for these potential projects on a timely basis.

Measure
Timely basis of eligibility rulings and recommendations made.

Indicators
- Number of Eligibility Requests evaluated
- Number of recommendations made within 15 days

Management of NLIIFL

Objective 2
The Board will have successfully managed NLIIFL investments.

Measure
Successful management of the Fund

Indicators
- Percentage of projected funds returned to NLIIFL in accordance with approved repayment schedules.
- The Board will ensure repayment of amounts due CIC, both scheduled and by request, are paid on time.

APPENDIX A: STRATEGIC DIRECTIONS

Strategic directions are the articulation of desired physical, social and or economic outcomes and normally require action by more than one government entity. These directions are normally communicated by government through platform documents, Throne and Budget speeches, policy documents, and other communiqués.

The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

A full list of strategic directions for INTRD can be found in the Department's Strategic Plan. To view a copy, visit http://www.gov.nl.ca/intrd/strategicplan.htm.

Each strategic direction is comprised of a number of focus areas. As indicated in the tables, some focus areas are addressed in the Board's activity plan while other areas are dealt with by other entities reporting to the Minister of INTRD. Given its mandate, the Board plays a direct role in following strategic directions of INTRD.

Title: Regional Diversification and Industry Growth
Outcome: Diversified and strengthened regional economies

Components of Strategic Direction	This direction is:	
	Applicable to other entities reporting to the Minister	Addressed in the Board's activity plan
Internal and external partnerships	✓	
Coordination of public investments		✓
Expansion and diversification of existing businesses	✓	
New business investment		✓
Coordinated labour market policy and development	✓	
Strategic industry development	✓	
Capacity Building	✓	
Entrepreneurship	✓	

Title: Business Promotion, Trade and Investment Development
Outcome: Increased business promotion, trade, and investment

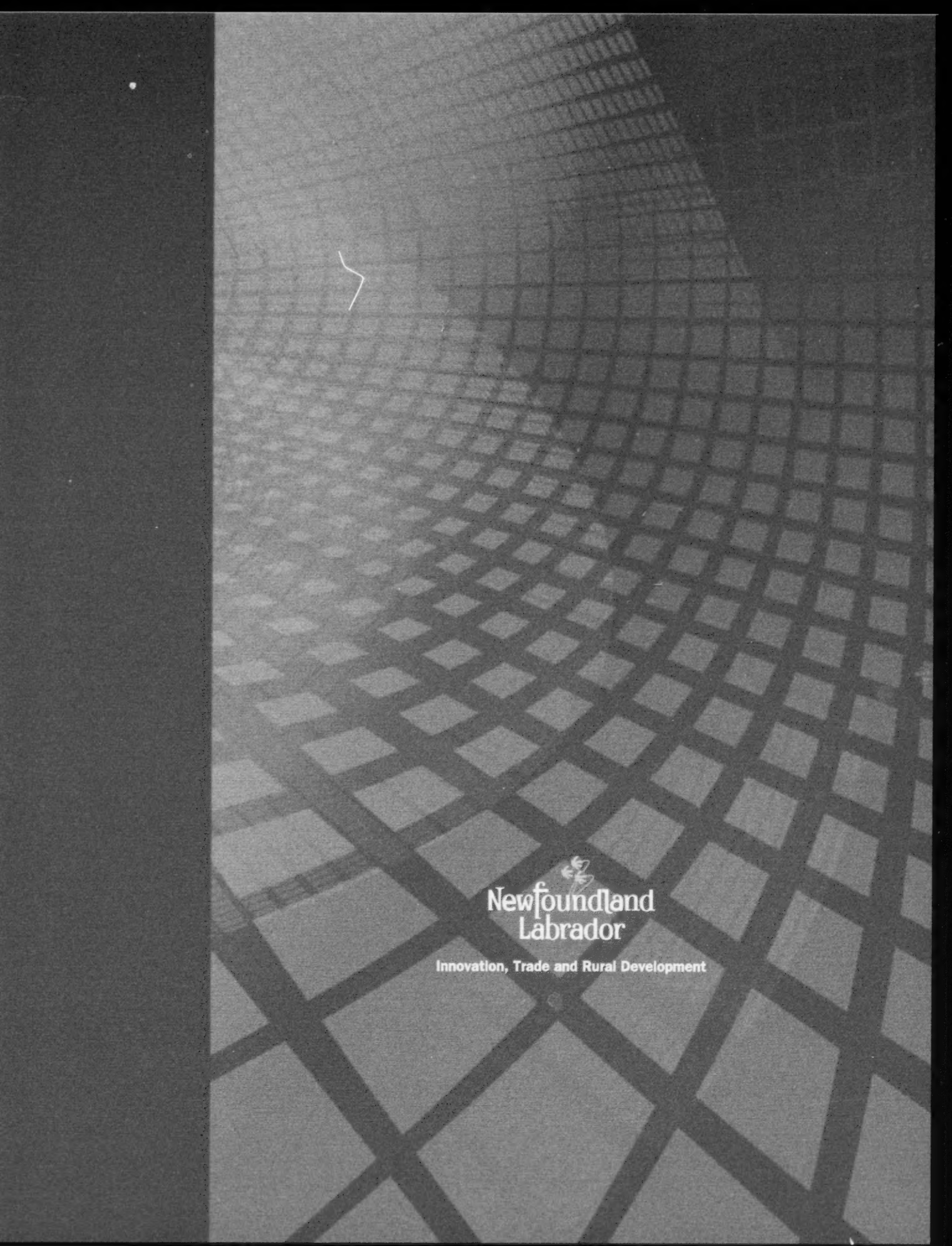
Components of Strategic Direction	This direction is:	
	Applicable to other entities reporting to the Minister	Addressed in the Board's activity plan
Trade policy	✓	
Export development	✓	
Investment development		✓
Enterprising culture	✓	
Capacity Building	✓	
Entrepreneurship	✓	

TO OBTAIN A COPY OF THIS REPORT:

Electronic
Website: www.gov.nl.ca/intrd/publications

Paper
Department of Innovation, Trade and Rural Development
P.O. Box 8700, Confederation Building
St. John's, Newfoundland and Labrador A1B 4J6

Telephone:	(709) 729-7000
Toll Free:	1-800-563-2299
Facsimile:	(709) 729-0654
E-mail:	intrd@gov.nl.ca


Newfoundland
Labrador
Innovation, Trade and Rural Development